

Psychological Contract Breaches and its Impact on Employee Turn over Intention and Job Satisfaction

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Abstract

Psychological contract breach has achieved the attention of both academics and practitioners in recent few years. This study addresses the question to what extent does psychological contract breach Impact on employee turnover intention and job satisfaction. The objectives of the study were to find that Psychological contract breaches have impact on turn intention and job satisfaction. The research was conducted in the Private Sector school of the Peshawar district. 380 questionnaire were distributed among the male and female teacher working in private school of district Peshawar non probability convinces sampling technique was used for data collection. 276 questionnaires were return which is 72 % of the sample. The ist hypothesis of the study was that there is significant relation between psychological contract breaches and turnover intention and the second hypothesis of the study is that there is insignificant relation between psychological contract breaches turnover Intention. The ist hypothesis was rejected and the second was accepted and the result shows that there is insignificant association between psychological contract Breaches and turn over intention. Which mean that psychological contract breaches have significant impact on job Satisfaction. The study is quantitative in nature and the data collected and analyzed through SPSS.

1. Introduction

Psychological contract can be define as the employment relationship consists of a unique combination of beliefs held by an individual and his employer about what they expect of one another. (Michael Armstrong, 2006). Psychological contract can also be define as the unwritten understandings and informal obligations between an employer and its worker regarding their mutual expectations of how each will perform their respective tasks with in a typical business, the psychological contract include such things as the levels of, satisfaction, employee commitment and the quality of working conditions. (Dulac, Shapiro, 2006). Argyrols (1960) on the basis of the analysis on social exchange theory first suggested the idea of Psychological Contract. Schein (1980) analysis found that Psychological contract is series of organization and worker oral anticipations. (Joo, 2010). Study recommends that psychological contract is intellectual of responsibility and obligations between the individual worker and organization.

Past studies like Schein (1980) recommend that the nature of the Psychological contract is on the perception of the liability including general wellbeing & pay attitude. Therefore there is certain importance theoretically and reasoning between Psychological contract and worker turnover intention (Cooper & Viswesvaran, 2005). Work in companies requires an exchange relation between worker and organization (Newel and Dopson, 2006). Psychological contract represents the worker very subjective interpretation and assessments of their deal with the organization (Rousseau, 1996; Feldman & Turnley, 1998). The Psychological Contract is quite different to a physical contract and document it represents the notion of relationship, trust and understanding which can exist for one or a number of employees, instead of a tangible piece of paper and legal document which might be different from one employee to another. (Conway, & Shapiro, 2006). Psychological contract is a powerful idea and the conditions of the agreement develop eventually (Sparrow and Hiltrop 1997). Workers promote companies by devoting their persistence to organizations goals and objectives and in return, companies compensate workers with pay, identification, prospects for growth and other incentive value to workers (Blau, 1964). Sparrow and Hiltrop (1997) recommend that Psychological contract help workers to estimate the type of rewards they will gain for investing persistence in the company. This mutual return of efforts and incentive describes the basic conditions of employment relationship (Cooper & Viswesvaran, 2005). Psychological contract is seem central to the worker organization relations if the company is not able to honor the original agreement or either the conditions of the agreement are changed to the worker dislike, the sensation of agreement breach will have a damaging impact on workers desire to promote the company and on their intentions to stay and work with the organization (Coyle & Shapiro, 2002; Cooper & Viswesvaran, 2005)).

Most entrepreneurs and supervisors think preservation is based on the wage levels, compensation issues, rewards, wage, and Golden handcuffs, when in actuality the motorists go much further into the human mind to the actions and behavior that create workers feel secure, valued and successful (Bhuiyan, & Menguc, 2002).

If the Turnover intention is beyond the enterprise, it will have significant adverse impact on the growth of the company. Employee Turnover intention is staff own intentions and the external environment faced the weak point to produce the impact of turn over objective or inner tendency to quit his job. (Adebayo & Ogunsina, 2011)

1.1 Background of the study

The goal and objective of every organization is to create high efficiency and profit particularly if it is a profit oriented organization, and provide high value of services. These objectives can only be noticed with workers efforts contributions, and support. This is because workers are partially responsible for the accomplishment of organization's objectives, goals and strategy. But when these workers are of the view of quieting the organization, the strategy and objectives of the organization might not be achieved. This is because intention to quiet is a damaging career approach that could results to workers turnover. Loss of best workers may have a damaging impact on the organizational efficiency, productivity, and performance. It may also increase the employment, recruiting, selection, and training cost and increases the amount of work of the remaining workers in the organization.

The more a worker satisfied from his/her job, the more he/she is motivated and committed to the organization. (Adebayo & Ogunsina, 2011; Cooper & Viswesvaran, 2005). Workers who are dedicated and satisfied are more likely to come to work, remain with a company, be punctual to work, execute well than workers who are unsatisfied (Koslowsky, & Musician, 1997; LePine, & Brown, 2002). Satisfaction of Job is also been highly associated with high level of psychological well-being organizational commitment and job performance, (Judge, et al., 2001; Joo 2010). Psychological contract between worker and company recognized anticipations and responsibility have not appeared in the official employment agreement and it has powerful growth eventually, not the past theoretical analysis of fixed model (Adebayo & Ogunsina, 2011). Psychological contract have an impact on the worker attitude and behavior it has very important theoretical and practical importance for company supervisors to comprehend the worker Psychological contract in time to avoid and fix the problem of employee turnover intention. (Brewster, Harris, 2005).

1.2 Purpose and importance

The goal of this study is to discover the relations between Psychological contract and its impact on employee intention to quit and job satisfaction of private school teacher.

To know the individual and business factors leading to the employees Psychological Contract and also to determine the extent to which Psychological contract breach affects on the workers intentions to quit choices and job satisfaction.

1.3 Objectives of the study

To analyze the Psychological contract that prevails between management and teachers of private school.

To find out if breach of Psychological contract affect turn over intentions of teachers which is enough strong to create the teachers leave the organization and affect job satisfaction.

2. Literature review

2.1 Psychological Contract

Psychological contract' appeared as a concept in the Psychological literary works almost half a century ago, as a footnote in organizational behavior understanding (Argyris, 1960). The Psychological contract represents implied ideas about the workers and organization relation (Joo, 2010). Psychological contract provides employees with an image or conception of their employment as an exchange of promised inducements and contribution (Grimmer, and Oddy, (2007) It can be described as the set of objectives held by the individual worker who identifies what the individual worker and the organization anticipates providing to and receiving from each other in the way of their working relationship (Ten Brinks, 2004).. Agreements can be lawful or psychological in characteristics (Balogun, A. G. 2012).

Rousseau (1989), who has perform on many types of behavior contracts and has proved helpful substantially on psychological contracts of workers, described Psychological contract as the values people hold regarding the circumstances of the exchange contract between themselves and their organizations. This takes the workers opinions about what they anticipate from the employer and what they experience they owe to the organization into account (Ten Brinks, 2004). Because Psychological contracts include worker values about the common responsibilities between themselves and their companies, they can be seen as the base of career relationship (Rousseau, 1996). The Psychological contract provides a means of developing effective connections

between organization and their workers (Whitener, E. M. 2001).

Psychological contracts appear when people believe that their employer has guaranteed to offer them with certain incentive in exchange for the efforts they make to the organization (Balogun, A. G. 2012). The objectives and responsibilities are not limited to the quantity of the activity that has to be done and the quantity of pay that will be obtained in exchange (Judge & T. A, 2001). There are many dimensions to the common responsibilities between the worker and the organization for example, the employee may anticipate the organization not to fire him after he has proved helpful for a certain period of time and the organization may anticipate that the employee will not run down the organization public image and will not hand out the secrets of the organization to competitors (Adebayo & Ogunsina, 2011). Such expectations are not written into any official contract between employee and organization but still they operate strongly as factors of behavior. (Schein, 1980; Roehling, 1997).

Maguire, Heather (2002) indicates that psychological contracts are an essential element of the connection between workers and their companies. This career connection can be described as an exchange relation (Mourad & Mustapha, 2007) which runs the complete contract variety from totally lawful to simply psychological (Spindler, 2004). Some factors of this connection may be covered by regulation and included in employment contract finalized by the worker outlining factors such as working hours, wage and plans of benefit but it is very much possible that there are factors of the career relationship which are limited to the unconscious (Spindler, 2004). This hidden aspect of the career exchange has come to be known as the psychological contract (Rousseau, 1989).

The basic assumption of employment relationship is that efforts are interchanged for incentive. They are mutually dependent submission of one is conditional and depend upon the submission of other (Spindler, 2004). Efforts and incentive combining offer the complete meaning to the Psychological contract. The exchange theory concept, which details the submission of social and monetary resources in common connections, Blau (1964) used as a base for developing the efforts with incentive (Newel and Dopson, 2006). This concept indicates that when workers face Contradiction in guarantees created to them, they are inspired to take care of that difference by modifying either the mind-set or behavior (Turnley and Feldman 2000).

A number of scientific research have confirmed that Psychological contract breach is adversely linked with worker behaviors and attitude, such as fulfillment of job, performance of employee, and organizational citizenship behaviors, and favorably linked with turnover intention (Spindler, 2004; Turnley and Feldman 2000). Psychological contract is used to analyze the modifying employment relation. In today's unclear circumstances, organizational changes often create it uncertain as to, the worker and organization, actually owe each other, thus making satisfying responsibilities even more difficult (McLean and Kidder, 2006). Consequently there is increase in breach of the Psychological contract and likelihood of misinterpretation (Robinson and Rousseau 1994). The worker may anticipate something which the employer might never have believed about offering to the worker (Newel and Dopson, 2006).

2.2 Psychological Contract Breach

Psychological contract breaches have gained the attention of both practitioners and academics in recent years critical commentaries have questioned whether breaching such a contract has implications for employee turnover intention and job satisfaction, and ultimately organizational performance (Anastasia & Budhwar 2012). A Breach occurs when one party in a relationship interprets another and did not satisfy guaranteed responsibility (Rousseau & Robinson 1994). Since contracts appear under presumptions of good belief and fair working and include dependency by parties on the guarantees of the other, offenses can cause serious repercussions for the parties involved (Newel and Dopson, 2006). When workers experience a contract breach, their satisfaction with both the organization and job itself can decrease for a lot of reasons (Newel and Dopson, 2006). The difference between what was predicted and what was obtained can be a significant means of dissatisfaction (Spector, 2007) What the organization guaranteed but did not offer may often be those factors of one's work which are essential sources for worker satisfaction (Griffeth, Hom & Gaertner 2009). Breaches of Psychological contract are likely to outcome in opinions of injustice (Morrison and Johnson 2007) and may decrease employees' perception that staying in the career relationship is mutually important (Turnley and Feldman 2008). Changes in professions following reorientation may trigger a breach of the Psychological contract (Newel and Dopson, 1996). Violation has also been mentioned around the procedural justness of promotion system (Griffeth, & Gaertner 2009). These offenses are believed to have effects for worker behavior in reaction to organizational efforts to handle employee professions, compensate and dedication (Sparrow, 1997). It can become very challenging for a worker to be inspired to execute, and acquire satisfaction from doing the job when the worker can no longer rely on the guaranteed incentive (Balogun, A. G. 2012). When the recognized injustice is high, workers may react to their organization's failing to satisfy its responsibilities by ending the employment relationship. Studies of (Valentine, & Kidwell, 2011). Support that Psychological contract breach is favorably relevant to quit behavior. Thus Psychological contract breach is required to be favorably relevant to employees' intention to quit behavior

(Newel and Dopson, 2006). An organization failing to honor the Psychological contract results in job dissatisfaction and decrease organizational dedication (Valentine, & Kidwell, 2011). Breaches of the Psychological contract are expected to outcome in opinions of discrimination (Morrison & Robinson, 1997) and such opinions may cause to the worker ending the affiliation because he will think that continuing the relation is not sure to be valuable for him. Psychological contract breaches are favorably relevant to worker intention to quiet from the job (Valentine, & Kidwell, 2011). Robinson and Rousseau (1994) revealed that breach of the contract is the standard rather than the exemption with 59 % of the participants in a research confirming that their company had breached the contract.

2.3 Turn over Intention

Intention to leave is defined as an employee's plan for intention to leave the current job and Look onwards to find another job in the near future (Purani & Sahadev, 2007).Tett and Mayer (1993) described turn over intention as a conscious wish to search out for a job with a new organization. Turnover intention is recognized to have a most important adverse effect on organizational efficiency and job satisfaction (Valentine, & Kidwell, 2011). Turnover intention or intention to leave or quit is a personal wish or desire to leave the organization or Company (Elangovan, 2001). According to Price (2001), it is not only planning to stop the location, but the job they perform role, and also the organization. Intention to quiet has been discovered to be one of the significant factors of turnover behavior (i.e., giving up behavior) (Brigham, Castro, & Shepherd, 2007). Therefore, when bank workers nourishes revenues objective and this is not examined, it could outcome to great loss of workers i.e., employees turnover (Price 2001). Reduction of workers turnover can result psychological problems, decrease efficiency, service quality, and increase employment cost (Mourad & Mustapha, 2007).It can also cause to perform excess, doubt, interruption in work-flow, and further turnover (Balogun, 2012). Blomme and Tromp (2010) recommended that companies should aim to better recognize more circumstances of turnover to learn improved ways to handle workers.

Although turnover of extremely knowledgeable employees seems to be unavoidable, a higher turnover has an important adverse effect on the efficiency and profits of an organization. Hillmer and McRoberts (2005) and Hinkin and Tracey (2000) recommend that the costs of working with a colleague who is departing by hiring and monitoring a new replacement colleague can quantity to 70% of a years' wage. In addition, a higher turnover rate may origin to the breakdown of the organization implicit knowledge (Coff 1997), which is one of the essential key factors for reasonable benefits (Teklab and Taylor 2003). Teklab and Taylor (2003) Claim that companies which are incompetent to hire and maintain highly skilled workers will either restrict or possibly eliminate the growth of organizational capabilities and viable benefits. Both the particular skills of workers and the quantity of belief in the employee and firm relation offer an indicator as to whether or not organizational capacities will be improved or reduced (Walton 1985; Teklab and Taylor 2003; Blomme 2003). As such, we may possibly claim that the characteristic of the employment relation is an essential varying for the growth of organizational capabilities and competitive benefits (Brigham, & Shepherd, 2007). Researchers have long realized that in order for employers to get desired contributions from their employees, they must provide appropriate inducements (Upasana&Bhargava. 2009).Many researcher approaches to the knowledge of worker turnover in the employer and employee relation from the viewpoint of the psychological contract (Rousseau 1989; Robinson 1996; Blood good and Bolino 2002; Coyle-Shapiro 2000).

2.4 Job satisfaction

Job satisfaction is an attitudinal varying that shows how workers feel regarding their tasks (Spector, 2007) Satisfied and well-adjusted employees, work willingly towards organizational objectives and respond flexibly to organizational problems (Conway, and Briner, 2009).It focuses on the particular job atmosphere where a worker works his/her responsibilities and shows the more direct responses to particular tangible factors of the working place(Ten Brinks 2004).When worker experience a contract breach, their satisfaction with their work and their organization itself can decrease for many causes (Mourad & Mustapha, 2007).The difference between what was predicted and what was obtained can be a key source of dissatisfaction (Spector, 2007)What the organization guaranteed but did not provide may be those factors of one perform which are essential sources for job satisfaction (Griffeth, & Gaertner 2009; Hackett 1989).

In the same way, Janice Anna Knights & Barbara Jean Kennedy (2011) Suggests in their theoretical model that when a worker perspective a difference in the mutual guarantees made between the worker and the company, their reaction may reveal as job dissatisfaction with resulting improves in absenteeism and high rate turnover. If disappointed workers remain in the company they may take part in unproductive workplace actions such as low quality of service, destructive rumors, robbery and destroy of organization asset (Spector, 2007). Dissatisfied workers have also been seem to review such actual indicators as stress, anxiety, disrupted sleep pattern, exhaustion, depressive disorders and stiffness muscles and joint (Spector, Paul E, 2007). These signify a very substantial price to the emotional and actual welfare of the worker, and an oblique monetary cost to the

organization in terms of suboptimal efficiency & I'll leave (Griffeth, & Gaertner 2009). Research has shown that psychological contract breach may result in a number of attitudinal responses include reduced organizational commitment, low level of job satisfaction and increased cynicism (Robinson and Rousseau 1994).

Consequences of psychological contract breach can be very damaging for both parties for example; psychological contract breach has been associated with lower levels of job satisfaction, organizational commitment and additional role behavior (Griffeth, & Gaertner 2009). With employee reactions to breach ranging from dissatisfaction and commitment to exit from the Organization, organizations definitely have a lot to lose if contract breach is left unrestrained (Joo 2010).

Rousseau (1989) designed the psychological contract as individual level of belief and created this the item of her experiments. Concentrating on the workers opinions, she describes the psychological contract with regards to individual values concerning the circumstances of a common contract among that central person and another party' or as 'individual values in a common responsibility between the worker and the organization' (Spindler, 2004). According to Joo (2010). Responsibilities are commitment to future act and refer to behavior and intention. The focus on the workers perception about what should be interchanged is an essential attribute of the psychological contract (Robinson 1996).

Joo (2010). Indicates that a breach of the psychological contract may cause to strong behavioral responses such as annoyance, rage and a sense of inequality. Regarding behavior, Robinson and Rousseau (2004) performed a study in which they discovered that breach of the Psychological contract may cause to a rise in employee intention to leave. As such, the idea of a Psychological contract offers a structure inside which behavior and worker attitude, such as the objective to keep an organization, can be investigated and considered (Joo, 2010). Varieties of experiments have shown that breach of the psychological contract can cause a tendency to quiet from the organization (Joo, 2010). Robinson and Rousseau (2004) claim that little analysis has been done on the particular components of the psychological contract which cause to workers intention to leave if the psychological contract is not fulfill.

2.5 Theoretical Frame Work

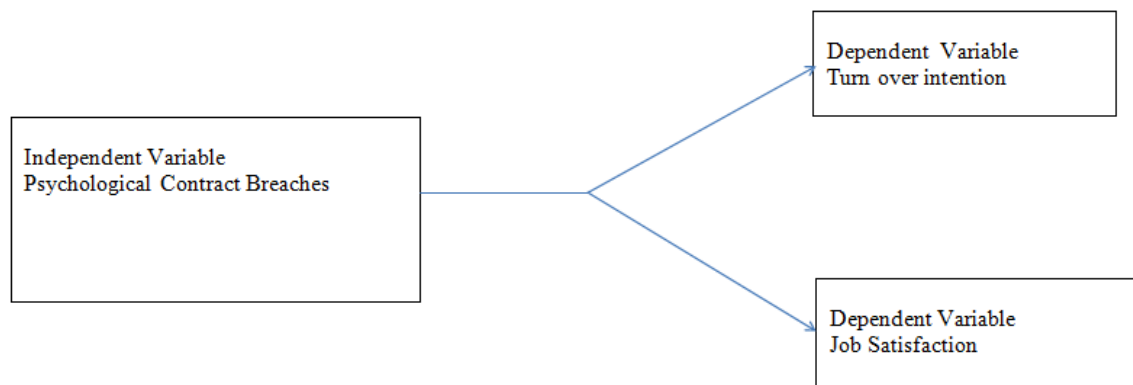


Figure 2.1

3. Methodology and Data

This Study is a correlation Study (casual) because the Research is conducted to find the relation among the dependent variable (turnover intention and job satisfaction) and independent variable (Psychological contract breach) and nature of the study is quantitative.

3.1 Hypothesis of the study

The Study is conducted to test the following hypothesis.

Hypothesis H1: Psychological contract breaches have impact on employee's Turnover intention.

Hypothesis H2: Psychological contract breaches have impact on employee's job satisfaction.

3.2 Population

For population private school teachers of Peshawar was selected data was collected from the individual working in private schools total number of private school teachers in Peshawar is 12878 (EMIS Peshawar 2013).

3.3 Sample size

For sampling Taro Yamane (Yamane, 1973) formula was taken in to consideration. Confidence level of 95% and 5 % sampling error was considered. This formula was used for to get the samples from population.

Formula

$$n = N / (1 + Ne^2)$$

Where,

n = Sample size

N = Population size

e = the level of error (A 95% level of confidence)

$$n = 12878 / [(1) + 12878(.05)^2]$$

$$n = 387$$

It was decided to use sample size of 380 from the population 12878. Therefore 380 questionnaire was distributed out of which 276 was return the response rate is 72%.

3.4 Data collection

Primary data was collected through questionnaire having 5 point likert scale from strongly agree to strongly disagree. Non probability convinces sampling technique was used for data collection.

3.5 Reliability of Questionnaires

Name	Cronbach alpha	No of item
Turnover intention	.613	3
Psychological Contract Breaches	.699	9
Job Satisfaction	.682	5

Table 3.1

Cronbach's alpha of all questionnaires is more than the acceptable and recommended value of 0.50 by Nunnally (1970).

4. Data Analysis and Result Interpretation

Hypothesis	Standardized coefficient beta	Adjusted R Square	F	P Value	Hypothesis Supported
H1	.094	.009	2.860	.07	No

Table 4.1

The analysis of the results reveals that psychological contract breach is negatively associated with employee turnover intention. Regression analysis is done between dependent variable turnover intention and independent variable Psychological contract breach. The statistics shows that the model is insignificant at p = 0.07 Confidence interval of .05 was taken. The $R^2 = 0.009$, which describe that psychological contract have no impact on employee intention to quit.

Hypothesis	Standardized coefficient beta	R Square	F	P Value	Hypothesis Supported
H2	.388	.621	48.626	.000	Yes

Table 4.2

The analysis of the outcome of the second variable reveals that psychological contract breach has significantly impact on employee job satisfaction. Regression analysis is done between Dependent variable job satisfaction and independent variable Psychological contract breach. The statistics shows that the model is significant at p = 0.000 Confidence interval of .05 was taken. The $R^2 = 0.621$, which indicates that 62.1% employee are not satisfied from their job when there is breach of psychological contract, The coefficient value is $b = .368$, indicating that with 1 unit change in independent variable bring the same amount of change in employee job satisfaction. Therefore we accept the hypothesis.

5. Conclusion and Recommendation

Employee retention has come forward as one of the dominant themes during the past decade. As in today's world, it has become crucial to have loyal, committed, devoted, satisfied and retained workforce since, it is the competitive edge for the organization to have such employees. The cost of a breached of psychological contract can damage an organization such that staff might turn out to be less satisfied with their jobs, may feel less supported by their organization, and may reduce their commitment toward organization. It is particularly vital for organizations to be attentive of the differences in how employees respond to a breach of their psychological contract depending on the form of psychological contract workers have as the reactions can vary radically and influence the organization drastically.

The present study was conducted to find the association between psychological contract breaches and its impact turns over intention and job satisfaction. The study was carried out in private sector school of district Peshawar data was collected from the teacher working in Peshawar district private school. Linear regression was used to analyze the impact of psychological contract breach on job Satisfaction and employee intention to quit separately. The literature review suggest that there is positive relation between psychological contract breach with turnover intention and job satisfaction but the analysis of the study says that there is insignificant relation between psychological contract breaches with turnover intention and with job satisfaction there is significant relation. From the study we can conclude that employees are not satisfied from their job but due to high rate of unemployment and low job market employees are compel to work. Another reason for employees who has no intention to quit is that most of data was collected most of them were female employees as in private sector school there is high ratio of female employees and for female employees' mobility is a big problem due to mobility problem from one place to another they have no intention to quit. Age factor also play important role in turn over intentions the population we selected for data collection of private sector school whose age is mostly above then 30. For them there is very little opportunity in public sector organization which is consider an attractive for career as Compare to private sector so there for we can assume that due to limited opportunity in public Sector organization employees are happy to work with current organization. The study also reveals that the decision of individual employee about intention to quiet might be also depend on some other factor additional factor.

5.1 Recommendation for Future Study

A promising route for future research would be needed to pay more attention to psychological contract breach and turn over intention. Future research could include demographics factor, push and pull factor and study can be undertake covering entire Province along with large samples. Comparative study can also be undertaken with single gender.

5.2 Recommendation for Schools

The implications of this research Study may help schools management to improve the Satisfaction level of teachers to have a good performance in order to enhance the educational system. The study may be beneficial for teachers, and School principals, because satisfaction plays an important role in an education system. If teachers are not satisfied and having low Satisfaction then they cannot give their best efforts. It may help the management of school to recognize that which things motivate the teachers due which they could improve their satisfaction.

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